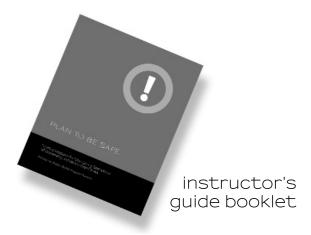
HOW TO USE THIS TOOLKIT

This training toolkit was created by Montgomery County, Maryland Advanced Practice Center (APC) for the National Association of County and City Health Officials (NACCHO) to provide local public health agencies training modules on staff roles and responsibilities for emergency dispensing and vaccination clinics (DVC). Even though this training was based upon a smallpox clinic model, it can be adapted for use of a medical dispensing clinic model, which includes use of licensed healthcare staff for dispensing operations. This toolkit provides lesson plans, tools and resources in order to conduct these trainings. This training toolkit has four components: booklet, appendices, CD-ROM, and a DVD.



The first component is the instructor's guide booklet on four training modules to use in staff orientation and/or review in DVC roles and responsibilities. The modules include: instructor's checklist, training overview, scenarios, summaries and evaluations.



The second component is the appendices of resources and templates for Road Map to Preparedness Key, Job Actions Sheets for DVC Roles and Responsibilities, Description of DVC stations, Evaluation of Training Modules, and PowerPoint Presentations of modules.



The third component is a CD-ROM containing the entire presentation of the guide booklet and appendices in a PDF format.

The fourth component is a DVD that contains two videos to be used with the third and fourth training modules. The first video, Operation Caroline, demonstrates a mock staging on the components of a DVC and the second, Operation Dagwood, an orientation exercise video addressing the logistics and operating of a smallpox vaccination clinic.

Technical requirements:

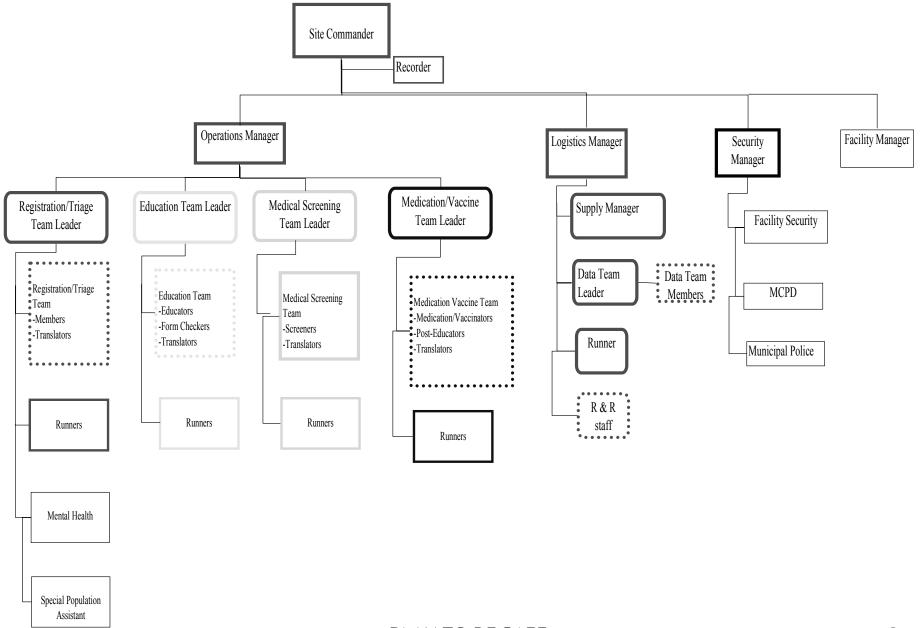
CD-ROM: IBM Compatible or other PC with CD-ROM drive, Microsoft Windows® 95 (or later), Mac OS 9 (or later), Adobe Acrobat® Reader (included).

DVD: IBM Compatible or other PC with DVD drive or separate DVD player.

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Dispensing Vaccine Clinic Organizational Command Chart









Road Map to Preparedness Key

Preparedness Activity	Date Completed
Take the Columbia online course or equivalent. (1)	
Participate in a training about what your specific primary and alternate roles would be during an emergency and why it is important to the success of the effort. Identify the limits to your own authority. (2)	
Describe how you are participating in the planning and implementation of a plan at your worksite to ensure the safety and security of staff and clients in the event of an emergency. (3)	
Incident Command Using the templates provided, write your name in the proper place in the chain of command. (4)	
Identify and locate the PHS emergency response plan or the section relevant to your role. (5)	
Write out your own personal, family emergency response plan using the template provided. Include enough detail that someone else looking at your plan would be able to follow it accurately. Share the plan with your family and everyone involved in carrying out your plan. (6)	
Draw a map showing how you would get from your home to your designated assignment location. Plan 3 different routes in case unexpected street closures obstruct your way. (7)	
Demonstrate use of communication equipment. See check-off list provided. (8)	
Indicate the ways in which you will be notified in the event of an emergency. (9)	
Attend an agency-sponsored lecture on How to Talk to People about Disasters. (10)	

Participate in a Communication Practice Session and practice the skills you learned during the lecture or make a presentation to others about how to talk to people about disasters. Describe the communication roles you have within the agency, with the media, with the general public, and with your family and personal contacts. (11)	
Participate in an agency led discussion to explore what kinds of unusual events or trends might indicate an emergency or disaster and describe appropriate actions. (12)	
Participate in an exercise/training in which you demonstrate creative problem solving to unusual challenges. (13)	

_has completed all Bioterrorism and Emergency Preparedness activities

name

indicated in this Road Map, or an equivalent demonstrating mastery of the Bioterrorism and Emergency Preparedness competencies.

Date completed

Visit the Public Health Services' Emergency Preparedness/Bioterrorism Training Information Site at http://hhsintras1.mcgov.org/hhs/PHS/Emer_Prep_Bio.htm









Road Map to Preparedness Key for New Employees

	Preparedness Activity	Check When Completed
	(1) Take the Columbia online course. The course is located at http://cds.osr.columbia.edu/bepcourse/test.asp . Only part 1 is required.	
	(2) Know where you will be assigned in the event of an emergency. Your supervisor will advise you of the location.	
a de la companya de l	(3) Be aware of your worksite's emergency plan. Contact your supervisor for access to this plan.	
	 (4) Incident Command Attend a training on incident command scheduled by the department. Write your name in the proper place in the chain of command on one of the incident command charts provided. If you are assigned to the outbreak response team or the information line (hotline), use the public health command center chart (attachment A). If you are assigned to the dispensing vaccination clinic, use attachment B. 	
	 (5) Be aware of the County and PHS emergency response plans, (attachment C¹) as well as shelter protocol for nurses (attachment C²). Know your roles and responsibilities: Outbreak response team- attachment D Information line (hotline)- attachment E Dispensing vaccination clinic- attachment F 	
	(6) Use attachment G to complete your family emergency response plan and emergency contact information. Share the plan with your family and everyone involved in carrying out your plan.	
	(7) Draw a map showing how you would get from your home to your designated location. Plan 3 different routes in case unexpected street closures obstruct your way.	
	(8) Demonstrate your ability to use communication equipment that you may need to use relevant to your role in case of an emergency. See check-off list provided (attachment H).	

	(9) Be aware of how you will be notified in the event of an emergency. Keep your supervisor informed of any telephone changes (work, home or mobile).
	(10) Review the Johns Hopkins University Center for Public Health Preparedness' "Risk Communication" lecture slides (attachment I).
	(11) Describe to your supervisor how you would use risk communication skills in the workplace.
	(12) Become familiar with Weapons of Mass Destruction (J¹) and disease reporting systems used locally (attachment J²).
	 (13) Demonstrate emergency preparedness skills through exercises: View the "Montgomery County, MD Mock Vaccination Clinic" (Exercise Dagwood) video. Participate in exercises/trainings scheduled by the department. This will provide opportunities to practice and demonstrate your emergency preparedness skills. Respond to emergency preparedness activities and public health emergencies as assigned.
Print name	has completed all Bioterrorism and Emergency Preparedness activities
	Road Map, or an equivalent demonstrating mastery of the Bioterrorism and aredness competencies.
Date completed	Employee signature Supervisor signature

Visit the Public Health Services' Emergency Preparedness/Bioterrorism Training Information Site at http://hhsintras1.mcgov.org/hhs/PHS/Emer Prep Bio.htm

Emergency Preparedness Exercise Anastasia



Montgomery County Department of Health and Human Services. **Public Health Services**

Public Health Ready



A National Public Health Workforce Development Initiative

Mission: To prepare staff of local governmental public health agencies to respond and protect the public's health through a competency-based training and certification program.

Montgomery County DHHS selected as one of 12 LPHA pilot sites

Collaborative activity





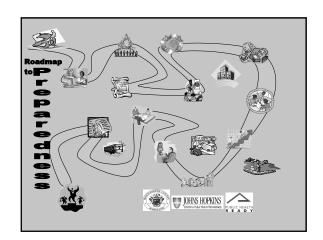


Certification Criteria

Partnering with



- Develop and implement an all-hazards emergency response plan
- Assure workforce competency through assessment and training
- Demonstrate emergency readiness through exercises



Experiential Learning

- Competency-based trainings folded in to practice scenarios/exercises
- Exercises developed in consultation with Johns Hopkins Center for Public Health Preparedness
- Merged core BT competencies with Montgomery County plan
- Mini table top, demonstrations and exercises planned

Exercise Schedule

Tentative

■ October : Dispensing site drills

■ November : Notification drill

■ December: Mock dispensing site set-up ■ February/March: On-stage demonstration

of dispensing site for all PHS staff

■ May/June: Simulated dispensing exercise/Strategic National Stockpile

(SNS)

Goals

- Over-all: To stand up and operate dispensing sites.
- Immediate: Familiarize site commander, operations and logistics managers with roles/responsibilities related to notification of staff and to layout of dispensing sites.

Objectives

- Develop notification plan of dispensing site staff
- Identify the primary roles and responsibilities of site commanders, operations and logistics managers
- 3. Identify primary functions of each station in the dispensing site
- 4. Identify immediate priorities for the set-up of each station

Outcomes of the Exercise

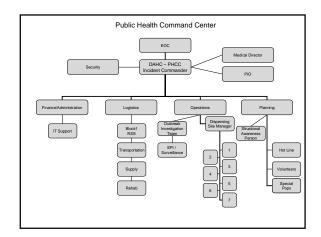
You will have participated in the development of the following:

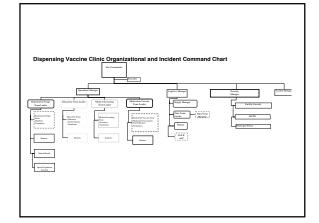
· notification system protocols



· roles and responsibilities checklist







Staff Roles and Responsibilities

- **Site Commander-** Oversees operation of Dispensing Vaccine Clinic (DVC)
- Recorder- Records events of DVC operations under direction of Site Commander
- Operations Manager- Oversees the operations of the 4 Stations: Triage & Registration, Education, Medical Screening, Vaccine/Medication
- Triage/Registration Team Leader and Members- Team Leader oversees Station operations. Members triage patients and distribute registration forms

Staff Roles and Responsibilities (cont.)

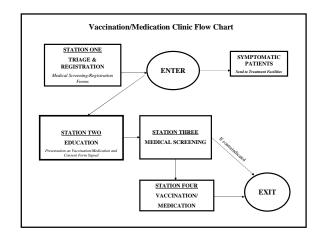
- Education Team Leader, Team Members and Form Checkers- Team Leader oversees Station operations. Members conduct educational activities and form checkers review forms for completeness.
- Medical Screening Team Leader and Medical Screeners- Team Leader oversees Station operations. Medical Screeners review patient history for contraindications and determine medication for patient.
- Vaccine Medication Team Leader and Team Members- Team Leader oversees Station operations. Members dispense medications or vaccinate and conduct post education activities.
- Logistics Manager- Oversees supplies, record management/data entry and R&R for staff.

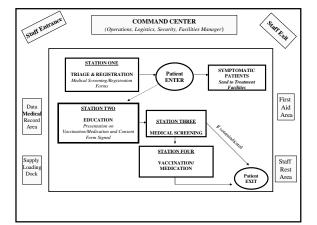
Staff Roles and Responsibilities (cont.)

- Data Team Leader and Team Members- Team Leader oversees data entry of records and/or collection of records. Team members enter data into application and/or collect records.
- **Supply Coordinators** Ensure Stations are supplied and track distribution.
- **R&R Staff** Staff the Staff Rest Area and coordinate with food providers.
- Special Needs Assistant- Assist patients who are handicapped to navigate through the process.
- Runners- The information messengers between stations and managers. Assist with supplies, etc.

Staff Roles and Responsibilities (cont.)

- **Translators** Assist patients with translation to navigate through the process.
- Mental Health- Counselors available to assist patients.
- Facility Staff- DVC facility staff such as MCPS to assist with logistics, security, etc.
- Security- Sheriff's, MCPD will provide security at DVC and Staging Areas.
- **Transportation** Responsible for coordinating access and flow of patients from and to DVC and Staging Areas.





E-MED

- What is it
- Where to find it
- Why do you need it
- When do you use it

Show and Tell

- Materials and equipment
- Dress up for your role!

Part Two: Scenarios

- 1. Notification
- 2. Dispensing site set-up

Tabletop Exercise DATE

SCENARIO #1 CALL DOWN LIST

Who: Three groups consisting of a mix of Site Commanders, Operations Manager and Logistics Managers.

Timeframe: 45 minutes for Discussion

SCENARIO

Smallpox has been confirmed in Montgomery County. The Site Commander(s) receives a call to activate the Dispensing/Vaccine Clinic (DVC). You have a copy of personnel and their phone numbers from EMED and Excel.

Task:

Develop a system to notify the Dispensing/Vaccine Clinic (DVC) staff. Be prepared to report back your system to the larger group.

Think about:

What should the message say? Who will make the calls? Report back system. Remember there are two shifts

Tabletop Exercise DATE

SCENARIO # 2 SETTING UP THE DVC

Who: Three groups each by position assignment (Site Commanders, Operations Managers and Logistics Managers)

Timeframe: 30 minutes

SCENARIO

The County Emergency Operations Center and the Public Health Command Center are activated due to the Smallpox outbreak. Your staff has been notified, received the vaccination and has arrived at the Vaccination Clinic.

You have been assigned as a Site Commander, Operations Manager or Logistics Manager. All needed supplies (medical and non-medical) are available to you at the clinic. Your responsibility is to assure that your station area and staff will be ready to vaccinate the public.

Task:

Discuss and develop tools (i.e. check lists) to assist you in implementing your responsibilities. You have been given a packet with a sample supply list, a clinic layout design, job action sheets, and station descriptions.

Think about:

How will I conduct the briefings? What documentation will I need? What supplies will I need?

Be prepared to report back to the large group.

SUPPLY CHECKLIST

LOCATION:	DATE:		
(Circle one) STATION: 1 2	(Check one) Shift A_	or Shift B	_

DESCRIPTION	Per Site	Per Station	Amount End of Shift	Amount Needed
Paper				
Pencil Sharper				
(electric)				
Pencil Sharper				
(manual)				
Waterless hand				
cleaner				
Pencils				
Pens				
Envelopes 4x9				
Rubber bands #64				
Scotch tape				
Masking tape 2"				
Stapler				
Staples				
Paper clips 2 inch				
Scissors 9"				
Post-it notes 3x5				
File boxes 81/2x11				
Paper towels				
Clipboards				
Flashlights				
D flashlight batteries				
Trash bags 20-27 gal.				
Yellow caution tape				
Staple remover				
Tape dispenser				
Toilet paper				
Megaphone				
Bullhorn				
Batteries C				
Calculators				
Dock Plates				
Portable Posts				
Orange cones				
Walkie Talkies				

Logistics to make copyis of forms

Team Leader to turn in form to supply Manager a half hour before shift ends.

Staff Entrance

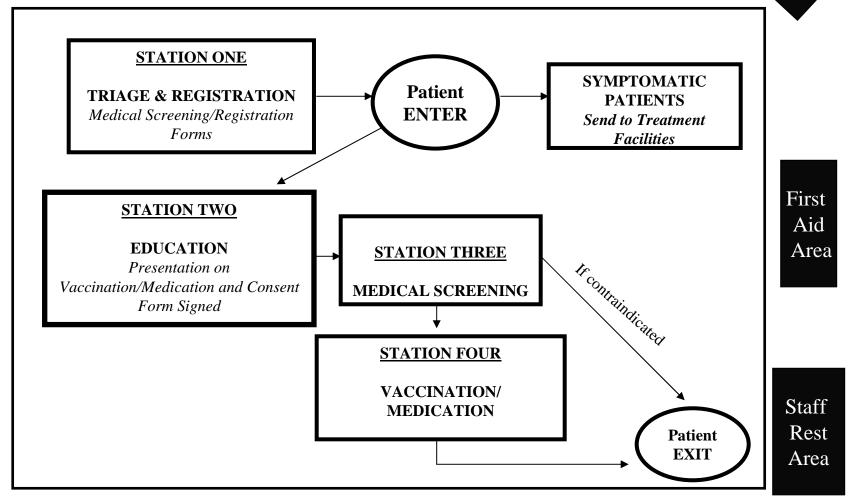
COMMAND CENTER

(Operations, Logistics, Security, Facilities Manager)

Counseling Support

Data **Medical** Record Area

Supply Loading Dock



Site Commander - The Site Commander will be identified by a **red vest with yellow stripes.** Titles will be inserted in front and back clear pockets and there will be a card with the job description also in the front clear pocket.

Upon Activation
☐ Receive briefing from Public Health Command Center. Ensure knowledge of full mission request. Communicate any concerns or problems prohibiting mission completion.
☐ Review Public Health Preparedness Plan -Mass Immunization-Medication Plan
Responsibilities
☐ Ensure clinic set up and operational function and coordination of the DVC.
☐ Establish communications and communications protocol with all managers.
☐ Establish chain of command and performance expectations of all managers.
☐ Meet with Operational, Logistics, and Security and Facility managers and ensure that they are personally prepared, self-sufficient and adequately equipped to perform their assignment.
☐ Assemble personnel for a briefing to include:
Latest event information and environmental conditions
 Any hazards or threat to staff safety and health
 Media plan and procedures
 Information flow and reporting requirements.
 Shift considerations and shift transition instructions
 Problem solving process and methods for establishing or changing priorities.
On-Site Operations
☐ Conduct on-site briefing with Operations, Logistics, Security and Facility Managers.
□ Notify Public Health Command Center when you are ready to begin processing patients through the clinic.
Review specific assignments for each manager.
☐ Ensure consistency of information.
☐ Provide on-going situational reports to Public Health Command Center. To
include: Status of clinics -volume of patients, staff needs supplies, security, etc.
☐ Document situational reports on report form.
☐ Review demobilization plan as end of mission becomes eminent.
☐ Schedule breaks for Managers.
☐ Provide shift report to incoming Site Commander and PHCC.
Deactivation Phase:
☐ Participate in after action review meetings as required.
☐ Receive briefings from managers for inclusion in after action review meetings.

Recorder - The Recorder will be identified by **red vests with yellow stripes** with signage in front and back clear pockets. Titles will be inserted in front and back clear pockets and there will be a card with the job description also in the front clear pocket.

Up	on Activation
	Receive briefing from Site Commander Report to the Site Commander
Res	sponsibilities
	Ensure record of the events of the DVC operations. Assist the Site Commander in providing consistent information
On-	-Site Operations
	Receives on-site briefing from Site Commander Follow the Site Commander and record events/decisions of DVC operations. Provide a shift report to incoming Recorder.
Dea	activation Phase
	Record proceedings of the after action review meetings Assist in the breakdown and packaging of the DVC equipment/supplies.

Operations Manager - The Operations Manager will be identified by **red vests with yellow stripes** in the dispensing Site. Titles will be inserted in front and back clear pockets and there will be a card with the job description also in the front clear pocket.

<u>Up</u>	on Activation
	Report to and receive briefing from Site Commander. Ensure knowledge of mission request and plan operations. Review Public Health Preparedness Plan – Mass Immunization Section
Re	<u>sponsibilities</u>
	Ensure the clinic operations are efficient and accurate. Oversee the Triage/Registration, Education, Medical Screening and Vaccination/Medication stations. Manage the flow of the patients within the clinic. Participate in the Site Commander briefings. Establish chain of command, communication protocol and performance expectations with the Team Leaders. Conduct briefing meetings with Team Leaders. Meet with Team Leaders to ensure they are personally prepared, self sufficient and adequately equipped to perform their assignment. Adjust staff assignment to meet operational needs.
<u>On</u>	-Site Operations
	Receive on-site briefings from Site Commander. Work with Team Leaders and Logistics Manager to ensure set up of work stations. Brief all Team Leaders on procedures for additional supplies, security problems, treatment issues or other problems. Notify Site Commander when area of responsibility is ready to begin processing patients. Review specific assignments with Team Leaders. Ensure consistency of information. Provide on-going situational reports both written and oral to Site Commander. Request all supplies (medical and non-medical) from the Supply Coordinator. Identify clinic flow bottlenecks and problem solve with Site Commander. Schedule breaks for Team Leaders. Provide a shift report to the incoming Operations Manager and Site Commander.
<u>De</u>	activation Phase
	Coordinate and supervise the breakdown and packaging of each station. Ensure collection of all paperwork and turn into Site Commander. Provide After Action Report to the Site Commander

Triage/Registration Team Leader - The Triage Team Leader will be identified by **solid red vests**. Titles will be inserted in front and back clear pockets and there will be a card with the job description also in the front clear pocket.

<u>Up</u>	on Activation
	Report to and receive briefing from Operations Manager Ensure knowledge of mission request and Triage/Registration station operations.
<u>Re</u>	sponsibilities
	Ensure Triage/Registration station operations are efficient and accurate. Provide technical guidance and support to Triage/Registration Team Members. Participate in Operations Manager briefings. Establish chain of command and communication protocols. Ensure identification and redirection of symptomatic person to other health providers.
<u>On</u>	-Site Operations
	Receive on-site briefing from Operations Manager Notify Operations Manager when workstations are ready to being processing patients. Review specific assignments and procedures with team members. Review forms, packets, patient flow, etc. Brief staff on procedures for additional supplies, security problems, treatment issues or other problems. Provide on-going situational reports both written and oral to Operations Manager. Answer technical inquiries from team members. Schedule breaks for staff. Provide a shift report to incoming Team Leader and Operations Manager.
<u>De</u>	activation Phase
	Coordinate and supervise the breakdown and packaging of all equipment and supplies. Ensure the collection of all paperwork and turn into Operations Manager. Provide input for the After Action Report.

Triage/Registration Team Members - The Triage Team members will be identified by **red mesh vests**. The titles will be attached to the back of the vests. The job descriptions will be inserted in clear pockets attached to the vest.

Upon Act	<u>tivation</u>
	rt to and receive briefing from Triage/Registration Team Leader. re knowledge of Triage/Registration Station operations.
Responsil	<u>bilities</u>
☐ Distri ☐ Partic	re patients are triaged and directed to next appropriate station. bute medical screening/registration forms to patients and assist as needed. ripate in Team Leader briefings. rstand chain of command and communication protocols.
On-Site C	<u>Operations</u>
☐ Assist ☐ Triage facilit ☐ Regis ☐ Regis will b ☐ Identi	ve briefing from Triage/Registration Team Leader. t in set-up of workstation. e staff will direct ill patients to other medical screening stations or health provider ries. tration staff will handout patient screening forms and information packets. tration staff will explain how to complete documents and assist as needed. (People regin filling out the form at Staging Areas and while waiting in lines at DVC.) fly patients with special needs and work with Team Leader to resolve. fly patients who are potentially disruptive and work with Team Leader to resolve.
<u>Deactivat</u>	ion Phase
	t with the breakdown and packaging of equipment and supplies. de input for the After Action Report.

Special Needs Assistant - The Special Population Assistant for the Triage Team will be identified by a **red mesh vest**. The titles will be attached to the back of the vests. The job descriptions will be inserted in clear pockets attached to the vest.

<u>Upon Activation</u>	
 □ Report to and receive briefing from Triage/Registration Team Leader. □ Ensure knowledge of mission and responsibilities within the DVC open 	rations.
Responsibilities	
 □ Ensure the identification of patients who need special assistance. □ Participate in Team Leader briefings. 	
On-Site Operations	
 □ Receive on-site briefing from Triage/Registration Team Leader. □ Identify and assist patients who need special assistance while moving t vaccine/medication lines. (Physical disabilities, non-English speaking, 	•
Deactivation Phase	
 □ Assist in breakdown and packaging of equipment and supplies. □ Provide input for the After Action Report. 	

Triage/Registration Team Translator - The Triage Team Translator will be identified by a **red mesh vest**. The titles will be attached to the back of the vests. The job descriptions will be inserted in clear pockets attached to the vest.

Up	on Activation
	Report to and receive briefing from Triage/Registration Team Leader. Ensure knowledge of mission and responsibilities within the DVC operations.
Re	sponsibilities
	Ensure the identification of patients who need assistance with language. Participate in Team Leader briefings.
On	-Site Operations
	Receive on-site briefing from Triage/Registration Team Leader. Identify and serve as interpreters for non-English speaking patients.
De	activation Phase
	Assist in breakdown and packaging of equipment and supplies. Provide input for the After Action Report.

Triage/Registration Runners - The Triage Team Runners will be identified by **solid red vests**. Titles will be inserted in front and back clear pockets and there will be a card with the job description also in the front clear pocket.

<u>Up</u>	<u>Upon Activation</u>	
	Report to and receive briefing from Triage/Registration Team Leader. Ensure knowledge of mission and understand responsibilities.	
Res	sponsibilities	
	Assist Team Leaders and Managers Participate in Team Leader briefings. Ensure a communication link to support ICS and between Stations.	
<u>On</u>	-Site Operations	
	Receive on-site briefing from Team Leader Act as information messengers between stations, managers and team leaders. Assist with the distribution of supplies and/or equipment. Perform other duties as assigned. (e.g. assist with recording)	
<u>De</u>	activation Phase	
	Assist with the breakdown and packaging of all equipment and supplies. Provide input for After Action Report.	

Education Team Leader - The Registration/Education Team Leader will be identified by a **solid yellow vest**. Titles will be inserted in front and back clear pockets and there will be a card with the job description also in the front clear pocket.

<u>Up</u>	<u>Upon Activation</u>		
	Report to and receive briefing from Operations Manager Ensure knowledge of mission request and Education Station operations.		
Re	<u>sponsibilities</u>		
	Ensure education clinic functions efficiently and accurately. Participate in Operations Manager briefings. Establish chain of command and communication protocol with team members. Provide guidance and support to Education Team Members.		
<u>On</u>	On-Site Operations		
	Receive on-site briefings from Operations Manager Notify Operations Manager when Station is ready to process patients. Provide on-going situation reports both written and oral to Operations Manager. Review specific assignments with team members. Brief staff on procedures for additional supplies, security problems, treatment issues or other problems. Answer technical inquiries from team members. Schedule breaks for staff. Provide shift report to incoming Education Team Leader and Operations Manager.		
<u>Deactivation Phase</u>			
	Coordinate and supervise the breakdown and packaging of equipment and supplies. Ensure collection of all paperwork and turn into Operations Manager. Provide input for After Action Report.		

will be attached to the back of the vests. The job descriptions will be inserted in clear pockets attached to the vest. **Upon Activation** ☐ Report and receiving briefing from Education Team Leader. ☐ Ensure knowledge of Education Station operations. Responsibilities ☐ Ensure patients are provided orientation regarding clinic procedures, consent information, reasons for vaccination/medication and contraindications. ☐ Participate in Team Leader briefings. ☐ Understand chain of command and communication protocols. **On-Site Operations** ☐ Receive briefing from Team Leader. ☐ Assist in set up of workstation. ☐ Provide orientation regarding clinic procedures, paperwork, consent information, reason for vaccination/medication and contraindications. **Deactivation Phase**

☐ Assist with the breakdown and packaging of equipment and supplies.

☐ Provide input for the After Action Report.

Education Team - The Education Team will be identified by **yellow mesh vests**. The titles

Form Checkers - The Registration Form Checkers will be identified by **yellow mesh vests**. The titles will be attached to the back of the vests. The job descriptions will be inserted in clear pockets attached to the vest.

<u>Upon Activation</u>

	Report to and receive briefing from Education Team Leader Ensures knowledge of Education Station operations.
Re	<u>sponsibilities</u>
	Review of medical screening/consent forms for accuracy designation of "easy, medium, hard" to expedite clinic flow.
	Participate in Education Team briefings.
	Understand chain of command and communication protocols.
<u>On</u>	-Site Operations
	Receive briefing from Team Leader. Review medical screening and consent forms for completion. Route patients who have signed consent to Vaccination/Medication station. Route patients with contact checked boxes or other "yes" or "maybe" checked boxes on to medical screeners.
	Designate patients as "E" for Easy, "M" for Medium and "H" for Hard following decision criteria.
<u>De</u>	activation Phase
	Assist with breakdown and packaging of equipment and supplies. Provide input into After Action Report.

Education Team Translator - The Education Team Translator will be identified by a **yellow mesh vest**. The titles will be attached to the back of the vests. The job descriptions will be inserted in clear pockets attached to the vest.

<u>Up</u>	on Activation
	Report to and receive briefing from Education Team Leader. Ensure knowledge of mission and responsibilities within the DVC operations.
<u>Re</u>	sponsibilities
	Ensure the identification of patients who need assistance with language. Participate in Team Leader briefings.
<u>On</u>	-Site Operations
	Receive on-site briefing from Education Team Leader. Identify and serve as interpreters for non-English speaking patients.)
<u>De</u>	activation Phase
	Assist in breakdown and packaging of equipment and supplies. Provide input for the after action report.

Education Team Runners - The Education Runners will be identified by **solid yellow vests**. Titles will be inserted in front and back clear pockets and there will be a card with the job description also in the front clear pocket.

Upon Activation	
 □ Report to and receive briefing from Education Team Leader. □ Ensure knowledge of mission and understand responsibilities. 	
Responsibilities	
 □ Assist Team Leaders and Managers □ Participate in Team Leader briefings. □ Ensure a communication link to support ICS and between Stations. 	
On-Site Operations	
 □ Receive on-site briefing from Team Leader □ Act as information messengers between stations, managers and team □ Assist with the distribution of supplies and/or equipment. □ Perform other duties as assigned. (e.g. assist with recording) 	ı leaders.
Deactivation Phase	
☐ Assist with the breakdown and packaging of all equipment and supp ☐ Provide input for After Action Report	lies.

Medical Screening Team Leader - The Vaccine/Medication Team Leader will be identified by a **solid white vest**. Titles will be inserted in front and back clear pockets and there will be a card with the job description also in the front clear pocket.

<u>Up</u>	on Activation
	Report to and receive briefing from Operations Manager. Ensure knowledge of mission request and Medical Screening Station
Re	<u>sponsibilities</u>
	Ensure Medical Screening Station operations are efficient and accurate. Participate in Operations Manager briefings. Provide technical guidance and support to Team Members. Establish chain of command and communication protocols with Team Members.
<u>On</u>	-Site Operations
	Receive on-site briefing from Operations Manager Notify Operations Manager when Station is ready to begin processing patients. Review specific assignments and procedures with Team Members. Brief members on procedures for additional supplies, security problems, treatment issues or other problems. Provide on-going situation reports both written and oral to Operations Manager Answer technical inquiries from Team Members. Schedule breaks for staff. Provide a shift report to incoming Team Leader and Operations Manager.
<u>De</u>	activation Phase
	Coordinate and supervise the breakdown and packaging of all equipment and supplies. Ensure the collection of all paperwork and turn into Operations Manager. Provide input for After Action Report.

will be inserted in front and back clear pockets and there will be a card with the job description also in the front clear pocket. **Upon Activation** ☐ Report to and receive briefing from Medical Screening Team Leader ☐ Ensure knowledge of Medical Screening Station operations. Responsibilities ☐ Medical Screeners (RN) ensure review of patient history for those with contraindications. ☐ Physicians will evaluate/examine triaged ill persons and provide back up consultation to Medical Screeners. ☐ Participate in Team Leader briefings. ☐ Understand chain of command and communications protocol. On-Site Operations ☐ Receive on-site briefing from Team Leader. ☐ Assist in set up of workstation. ☐ Screen patients patient history for contraindications **Deactivation Phase**

☐ Assist with breakdown and packaging of equipment and supplies.

☐ Provide input for After Action Report.

Medical Screeners - The Medical Screeners will be identified by a solid tan vest. Titles

Medical Screeners Translators - The Medical Screeners Translators will be identified by a solid tan vest. Titles will be inserted in front and back clear pockets and there will be a card with the job description also in the front clear pocket.

Upon Activation

Up	on Activation
	Report to and receive briefing from Medical Screening Team Leader. Ensure knowledge of mission and responsibilities within the DVC operations.
Re	<u>sponsibilities</u>
	Ensure the identification of patients who need assistance with language. Participate in Team Leader briefings.
<u>On</u>	-Site Operations
	Receive on-site briefing from Medication Screening Team Leader. Identify and serve as interpreters for non-English speaking patients.)
De	activation Phase
	Assist in breakdown and packaging of equipment and supplies. Provide input for the After Action Report

Medical Screeners Runners - The Medical Screeners Runners will be identified by a solid tan vest . Titles will be inserted in front and back clear pockets and there will be a card with the job description also in the front clear pocket.
<u>Upon Activation</u>
 □ Report to and receive briefing from Medical Screening Team Leader. □ Ensure knowledge of mission and understand responsibilities.
Responsibilities
 □ Assist Team Leaders and Managers □ Participate in Team Leader briefings. □ Ensure a communication link to support ICS and between Stations.
On-Site Operations
 □ Receive on-site briefing from Team Leader □ Act as information messengers between stations, managers and team leaders. □ Assist with the distribution of supplies and/or equipment. □ Perform other duties as assigned. (e.g. assist with recording)
<u>Deactivation Phase</u>
 ☐ Assist with the breakdown and packaging of all equipment and supplies. ☐ Provide input for After Action Report.

Vaccine/Medication Team Leader - The Vaccine/Medication Team Leader will be identified by a **solid blue vest**. Titles will be inserted in front and back clear pockets and there will be a card with the job description also in the front clear pocket.

<u>Up</u>	<u>Upon Activation</u>		
	Report to and receive briefing from Operations Manager. Ensure knowledge of mission request and Vaccination/Medication Station operations.		
Re	<u>sponsibilities</u>		
	Ensure Vaccination/Medication operations are efficient and accurate. Provide technical guidance and support to Vaccine/Medication Team Members. Participate in Operations Manager briefings. Establish chain of command and communication protocols with Team Members.		
<u>On</u>	On-Site Operations		
	Receive on-site briefing from Operations Manager. Notify Operations Manager when Station is ready to begin processing patients. Review specific assignments and procedures with Team Members. Brief members on procedures for additional supplies, security problems, treatment issues or other problems. Provide on-going situation reports both written and oral to Operations Manager. Answer inquiries from Team Members. Schedule breaks for staff. Provide a shift report to incoming Team Leader and Operations Manager.		
<u>Deactivation Phase</u>			
	Coordinate and supervise the breakdown and packaging of equipment and supplies. Ensure the collection of all paperwork and turn into Operations Chief. Provide input for After Action Report.		

Vaccinators/Medicators Team - The Vaccine/Medication Team members will be identified by **blue mesh vests**. The titles will be attached to the back of the vests. The job descriptions will be inserted in clear pockets attached to the vest.

<u>Up</u>	on Activation
	Report to and receive briefing from Medical Screening Team Leader Ensure knowledge of Medical Screening Station operations.
<u>Re</u>	<u>sponsibilities</u>
	Ensure patients receive their vaccine or medications, along with "brief" counseling. Ensure knowledge of standing orders, protocols and forms. Participate in Team Leader briefings. Understand chain of command and communication protocols.
<u>On</u>	-Site Operations
	Receive on-site briefings from Team Leader Assist with set-up of workstations. Give vaccine or medications to patients. Complete vaccine/medication card and witness; collect signed vaccine/medication consent screening form. Check all forms for completeness and assist patients. Assist with the distribution of information about the disease and drug information to each patient.
<u>De</u>	activation Phase
	Assist with the breakdown and packaging of equipment and supplies. Ensure that all paperwork is complete and turned into Team Leader. Provide input for the after action report.

Vaccine/Medication Post Educators - The Vaccine/Medication Post Education Team will be identified by **blue mesh vests**. The titles will be attached to the back of the vests. The job descriptions will be inserted in clear pockets attached to the vest.

<u>Upon Activation</u>		
	Report to and receive briefing from Vaccine/Medication Team Leader. Ensure knowledge of Vaccine/Medication Station operations	
Re	<u>sponsibilities</u>	
	Conduct post-education care of vaccination or medication instructions. Participate in Team Leader briefings. Understand chain of command and communication protocols.	
On-Site Operations		
	Receive on-site briefing from Team Leader. Assist in set up of workstations. If vaccination, ensure patients are shown care of vaccination site and answer any final questions about site care, adverse symptoms and reporting procedures following vaccination. If medication, ensure patients are given follow-up instructions and answer any final question about adverse symptoms.	
<u>De</u>	activation Phase	
	Assist with the breakdown and packaging of equipment and supplies. Provide input for After Action Report.	

Vaccine/Medication Translators - The Vaccine/Medication Translators will be identified by a **blue mesh vest.** The titles will be attached to the back of the vests. The job descriptions will be inserted in clear pockets attached to the vest.

<u>Upon Activation</u>		
	Report to and receive briefing from Vaccine/Medication Team Leader. Ensure knowledge of mission and responsibilities within the DVC operations.	
Responsibilities		
	Ensure the identification of patients who need assistance with language. Participate in Team Leader briefings.	
On-Site Operations		
	Receive on-site briefing from Vaccine/Medication Team Leader. Identify and serve as interpreters for non-English speaking patients.	
Deactivation Phase		
	Assist in breakdown and packaging of equipment and supplies. Provide input for the After Action Report.	

Vaccine/Medication Runners - The Vaccine/Medication Runners will be identified by **solid blue vests.** Titles will be inserted in front and back clear pockets and there will be a card with the job description also in the front clear pocket.

<u>Up</u>	on Activation
	Report to and receive briefing from Vaccine/Medication Team Leader. Ensure knowledge of mission and understand responsibilities.
Re	<u>sponsibilities</u>
	Assist Team Leaders and Managers Participate in Team Leader briefings. Ensure a communication link to support ICS and between Stations.
<u>On</u>	-Site Operations
	Receive on-site briefing from Team Leader Act as information messengers between stations, managers and team leaders. Assist with the distribution of supplies and/or equipment. Perform other duties as assigned. (e.g. assist with recording)
<u>De</u>	activation Phase
	Assist with the breakdown and packaging of all equipment and supplies. Provide input for After Action Report.

Logistics Manager - The Logistics Manager will be identified by a **solid green vest**.

Titles will be inserted in front and back clear pockets and there will be a card with the job description also in the front clear pocket.

<u>Up</u>	on Activation
	Report to and receive briefings from Site Commander. Ensure knowledge of mission
	request and plan operations.
	Review Public Health Preparedness Plan – Mass Immunization/Medication Section
ъ	n no.
	sponsibilities
Ц	Ensure all logistics (supplies, record management, R&R for staff) of the dispensing clinic needs.
П	
	Participate in Site Commander briefings Establish shain of command and parformance expectations with the Team Leaders
ч	Establish chain of command and performance expectations with the Team Leaders and Supply Coordinator
П	Establish communications and protocol with Site Commander and set up all
_	communications equipment.
П	Conduct briefing meetings with Logistics Staff.
	Meets with assigned Team Leaders and Supply Coordinator to ensure that they are
	personally prepared, self-sufficient and adequately equipped to perform their
	assignment.
	Adjust staff assignment within their area to meet needs.
	-site Operations
	Receive on-site briefing from Site Commander
	Work with staff in each area to ensure set up of physical workstations.
	Notify Site Commander when your area of responsibility is ready to begin processing
_	patients.
	Review specific assignments with Team Leaders and Supply Coordinator.
	Ensure consistency of information.
	Provide on-going situation reports to Site Commander.
	Document situational reports on report form.
ш	Request all supplies (medical and non-medical) and other logistical needs through the Site Commander.
П	
	Maintain supply request logs. Provide a shift report to the incoming Logistics Manager.
_	Trovide a sinit report to the medining Logistics manager.
De	activation Phase
	Provide After Action Report to the Site Commander
	Implement deactivation plan.

Data Team Leader - The Data Team Leader will be identified by a **solid green vest**. Titles will be inserted in front and back clear pockets and there will be a card with the job description also in the front clear pocket.

<u>Up</u>	on Activation
	Report to and receive briefing from Logistics Manager Ensure knowledge of Data Team Leader responsibilities.
Re	sponsibilities
	Ensure and oversees data entry and/or medical record collection. Participate in Logistics Manager briefing. Provide technical guidance and on the job training for Team Members. Establish chain of command and communications protocol with Team Members.
<u>On</u>	-Site Operations
	Receive on-site briefing from Logistics Manager Notify Logistics Manager when Data/Medical Records Team is ready. Review specific assignments and procedures with Team Members Provide situational reports both written and oral to Logistics Manager. Answer technical inquiries and provides guidance to support Team Members. Schedule breaks for staff. Provide shift report to incoming Team Leader and Logistics Manager.
<u>De</u>	activation Phase
	Coordinate and supervise the breakdown and packaging of all equipment and supplies. Coordinate and supervise the boxing of medical records for transportation to storage location.
	Provide input for After Action Report.

Medical Records/Data Entry Personnel - The Medical Records/Data Entry Personnel will be identified by **green mesh vests**. The titles will be attached to the back of the vests. The job descriptions will be inserted in clear pockets attached to the vest.

Upo	on Activation
	Report to and receive briefing from Data Team Leader. Ensure knowledge of Data/Medical Records Team responsibilities.
Res	<u>ponsibilities</u>
	Ensure collection of medical records and data entry into available database. Participate in Data Team Leader briefings. Understand chain of command and communication protocols.
<u>On</u>	-Site Operations
	Receive on-site briefing from Data Entry Team Leader. Assist in set-up of workstations. Collect and organize medical records. Data entry information into available database. Report problems/issues to Data Entry Team Leader.
<u>De</u>	activation Phase
	Assist in the breakdown and packaging of equipment and supplies. Assist in the packing of medical records for transport to storage location. Provide input for After Action Report

Supply Coordinators - The Supply Coordinator will be identified by a **solid green vest**. Titles will be inserted in front and back clear pockets and there will be a card with the job description also in the front clear pocket.

<u>Up</u>	on Activation
	Report to and receive briefing from Logistics Manager Ensure knowledge of Supply Coordinator responsibilities
Re	<u>sponsibilities</u>
	Ensure receiving, distribution, tracking and requesting of supplies to support DVC operations.
	Participate in Logistics Manager briefings.
<u>On</u>	-Site Operations
	Receive on-site briefing from Logistics Manager.
Ц	Notify Logistics Manager when supplies have been distributed and ready to begin processing patients.
	Oversee all supply/equipment needs both medical and non-medical. Documents receiving, tracking, distribution and requesting of supplies/equipment on provided form
	Ensure proper storage and management of biologicals.
	Ensure all workstations have supplies/equipment during operations.
	Inventory supplies at start and end of each shift.
	Coordinate supply requests with Logistics Manager.
	Provide shift report to incoming Supply Coordinator and Logistics Manager.
<u>De</u>	activation Phase
	Assist with the breakdown and packaging of equipment and supplies.
	Inventory all supplies and equipment.
ш	Provide input for After Action Report.

Logistics Runner - The Logistics Runners will be identified by **solid green vests**. Titles will be inserted in front and back clear pockets and there will be a card with the job description also in the front clear pocket.

<u>Up</u>	on Activation
	Report to and receive briefing from Logistics Manager. Ensure knowledge of mission and understand responsibilities.
Re	<u>sponsibilities</u>
	Assist Team Leaders and Managers Participate in Team Leader briefings. Ensure a communication link to support ICS and between Stations.
On	-Site Operations
	Receive on-site briefing from Team Leader Act as information messengers between stations, managers and team leaders. Assist with the distribution of supplies and/or equipment. Perform other duties as assigned. (e.g. assist with recording)
<u>De</u>	activation Phase
	Assist with the breakdown and packaging of all equipment and supplies. Provide input for After Action Report.

Upon Activation

Receive briefing from Logistics Manager.

Ensure knowledge of R& R responsibilities

Responsibilities

Staff the R&R rest area and ensure personnel at workstations have adequate water during clinic operations.

Participate in Logistics Manager briefings.

On-Site Operations

Receive on-site briefing from Logistics Manager.

Staff and set-up rest area for staff.

Coordinate with "food providers".

Check with workstations and provide workers with adequate water during clinic operations. Utilize runners and volunteers to distribute water.

Deactivation Phase

☐ Assist in the breakdown and packaging of equipment and supplies.

☐ Provide input for After Action Report.

Logistics R & R Team - The Logistics R&R team will be identified by **green mesh vests**. The titles will be attached to the back of the vests. The job descriptions will be inserted in

Mental Health

- Provide mental health service to those who need intervention at the dispensing site.
- Receive on-site briefing from Site Commander or Operations Chief.
- Keep Site Commander, Operations Chief, Security, etc. apprised of situations as appropriate and necessary.
- Ensure the collection of all paperwork and turn in to Operations Chief.
- Provide input for the after action report.

Child Assistive Services

- To provide support for children who could be separated from family due to smallpox illness.

Montgomery County Public Schools Staff:

1. School Safety and Security

- The director will accompany the superintendent of schools.
- The assistant director will report to the MCPS command post.
- The safety supervisor will respond to the Montgomery County Emergency Operations Center.
- The field security coordinators will report to selected dispensing sites to assist with opening the sites and coordination of security efforts.

2. Principal/designee

- Coordinate with the DHHS Site Commander to ensure that the necessary spaces are available and any logistical requests are met to the best of MCPS ability.
- Responsible for the supervision of the MCPS staff participating in this event.

3. School Business Manager/designee

- Work directly with the principal/designee in supervising the space and logistical requests from the DHHS Site Commander.
- Be responsible for tracking and recording all costs associated with the operation, including tracking staff-hours, positions, materials and any loses including breakage, vandalism, or theft.

4. User Support Specialist/designee

- Ensure that computer drops are available to the Data Team staff
- Ensure that access to phones is available to the Dispensing site staff.
- Assist with any technical issues that may arise.
- Work with the Logistics Manager and Data Team Leader and the principal/designee to meet requests for the use of MCPS equipment or computers.
- Inform the school business manager of all requests for equipment/services for tracking purposes.

5. Security Team (one team leader and at least 3 security assistants)

- Assist with the orderly flow of vehicular and pedestrian traffic on MCPS property.
- Work closely with law enforcement officials in developing a flow pattern that produces maximum efficiency and minimal confusion.
- Be responsible for security parts of the building not used during this event to ensure the security and protection of MCPS assets.

6. Building Service Staff (one building service manager and at least 3 building service workers.)

- Be responsible for opening, preparing and setting-up the building in accordance with a pre-determined plan.
- Secure exterior and interior doors that are not designated as part of this event
- Respond to and immediately accommodate all request from the Site Commander, Operations Manager or Logistics Manger for additional equipment or space.
- Inform the school business manager of all requests for equipment/services for tracking purposes.
- Ensure the cleanliness of the building during and following the event.

Sheriff Department

- Maintain crowd control inside and security within clinic
- Assist with clinic and traffic control and other security matters.

Montgomery County Police Department

- Maintain traffic flow and order in parking area. If parking offsite; if busing from offsite parking is used, help with crowd control.

Municipal Police Staff

- Assist with MCPD and Sheriff Department

DESCRIPTION OF FUNCTIONAL AREAS WITHIN THE DVC

There will be a Command Post, FOUR (4) STATIONS, and Supporting Areas.

Each Station and the Command Post is identified by color coding for ease of identification.

COMMAND POS	\mathbf{T}	(Green)
STATION 1.	Triage and Registration	(Red)
STATION 2.	Education	(Yellow)
STATION 3	Medical Screening	(White and Tan)

STATION 4. Medication/Vaccination (**Blue**)

See Attachment 21-Q – Vaccine/Medication Clinic Flow Chart

COMMAND POST (IDENTIFIED IN GREEN)

 The main functions located in the COMMAND POST are logistics, security, facilities manager, communication and incident command. This is where briefings with Site Commander are held.

STATION 1 - TRIAGE AND REGISTRATION STATION 1 (IDENTIFIED IN RED)

- Patients line up outside the dispensing site. **TRIAGE** conducts a medical assessment of patients who are ill or present symptoms of an urgent health concern.
- If individuals are ill, or who are determined to need immediate assistance, are sent to a holding area depending upon transportation to a medical facility.
- Other patients enter the **SITE** and are directed to the **REGISTRATION** area. They are given a packet that includes:
 - The Health Screening and Consent form (printed on white paper only)(See Forms Section) for each family member to fill out for themselves, or other family members.
 - A Disease Information Sheet(printed on yellow paper only) (See Forms Section); and
 - The **24-HOUR HOT LINE NUMBER** for questions.
 - o Packets will be available in **MULTIPLE LANGUAGES**.

Note: Refusals will be directed to the designated Isolation & Quarantine Areas.

STATION 2 – EDUCATION (IDENTIFIED IN YELLOW)

- Patients are directed to the classrooms for **EDUCATION STATION**. While in line and in the classroom, patients will fill out their Health Screening and Consent Form, review materials, and view a videotape about the situation and taking the medication.
- If the decision is made by the Public Health Command Center for family representatives only to attend the DVCs, then the method of education would change from classroom to a informational hand-out.
- Patients will be directed to the Patient Check Tables. Here their form is reviewed to make sure it is complete. The Form Checkers will label the patient's form as

E – Easy- Answered "NO's" to all questions on form.

M – Medium – Answered "YES" to ONE question on

form.

H-Hard-Answered "YES" to two or more questions on form.

• The patient is then directed to the **SCREENING STATION**.

STATION 3 – MEDICAL SCREENING IDENTIFIED IN WHITE AND TAN

If Medication Dispensing

- A pharmacist, nurse or physician at the SCREENING STATION will determine the best medication for the victim based on established medical protocols.
- If patients can not take the medication of choice, they will be directed to a MD for consultation to determine the medication for those individuals.

If Vaccine Administration:

STATION 4 – VACCINNATION/MEDICATION/ (IDENTIFIED IN BLUE)

IF Medication Dispensing

- A pharmacist or other health professional at the MEDICATION STATION will give the patient their medication, written medication instructions along with the 24-hour Information Line, and brief counseling.
- Medications are available in liquid form for those who cannot swallow pills, such as children or the elderly.

• Patients are directed to the **EXIT**. All Health Screening and Consent forms are collected at Station 4 and are taken by a runner to the Data Entry area.

If Vaccinations Given

- A health professional at the Vaccination Station will administer the vaccine, give vaccination site care instructions along with the 24-hour Information Line, and brief counseling.
- Patients are directed to the **EXIT**. All Health Screening/Consent Forms (Designated by white paper) will be collected and taken by a runner to the Data Entry area.

Lessons Learned from ANASTASIA EXERCISE INDIVIDUAL EVALUATION

We appreciate you taking the time to answer the following questions about today's exercise. Please give us as much information as you can about your experience today.

1. My response group: (please circle)

CD & E	Community Health	n Licensure a	nd Regulatory Scho	ol Health
2. The site walk-th this exercise.	rough at Kennedy I	High School on	Monday was helpful i	n preparing me for
Strongly Agr	_	Disagree elpful?	Strongly Disagree	
	e following three obj	ectives. The nex	at four questions ask yo	
2. Identify pr3. Identify pr	otification plan of di- imary roles and resp imary functions of e- nmediate priorities for	onsibilities of si ach station in th	te commanders and log e dispensing site.	istics managers.
Strongly Agr	ree Agree	Disagree	levelop a notification s Strongly Disagree	No Opinion
9	ite commanders, op	erations and lo		roles and No Opinion
				-
5. In my breakout identified.	group the primary	functions of ea	ch dispensing site stati	ion were correctly
	ee Agree us why not	_	Strongly Disagree	-

Please continue on the reverse side.

6. In my breakout group the immediated dentified.			
Strongly Agree Agree If not, please tell us why not.			
7. The large group discussions contribu	utad to the les	rning avnariance	
Strongly Agree Agree If not, please tell us why not.	Disagree	Strongly Disagree	
. The facility was adequate for the for	mot of the av	angica and anough size	
Strongly Agree Agree How could it be improved?	Disagree	Strongly Agree	No Opinion
Very Beneficial Beneficial How could they be improved?			
0. What did you like best about the ex	xercise?		
1. What would you like to see done be	etter the next	time?	
2. I would be interested in attending s	similar exercis	ses in the future. Ye	es No
3. Overall I rate today's exercise as Mark number that best applies)	1 Poor	2 3	4 5 Exceller
Name	(optional)		

Emergency Preparedness Exercise Bernard



Montgomery County Department of Health and Human Services. **Public Health Services**

Public Health Ready



A National Public Health Workforce Development Initiative

Mission: To prepare staff of local governmental public health agencies to respond and protect the public's health through a competency-based training and certification program.

Montgomery County DHHS selected as one of 12 LPHA pilot sites

Collaborative activity





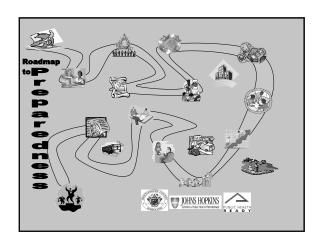


Certification Criteria

Partnering with



- Develop and implement an all-hazards emergency response plan
- Assure workforce competency through assessment and training
- Demonstrate emergency readiness through exercises



Experiential Learning

- Competency-based trainings folded in to practice scenarios/exercises
- Exercises developed in consultation with Johns Hopkins Center for Public Health Preparedness
- Merged core BT competencies with Montgomery County plan
- Mini table top, demonstrations and exercises planned

Exercise Schedule

Tentative

■ Dispensing site drills: ongoing

■ December : Notification drill

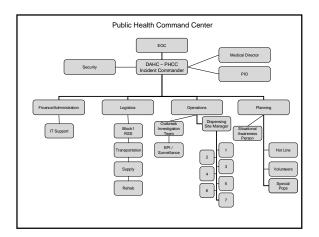
■ June: Simulated dispensing exercise/Strategic National Stockpile (SNS)

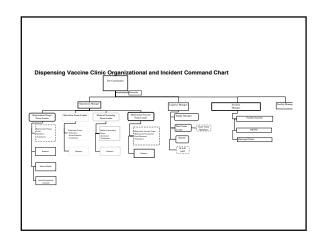
Goals

- Over-all: To stand up and operate dispensing sites.
- Immediate: Familiarize Team Leaders with roles/responsibilities related to staff and to layout of dispensing sites.

Objectives

- Identify the primary roles and responsibilities of team leaders
- 2. Identify primary functions of your assigned station in the dispensing site
- 3. Identify immediate priorities for the set-up of your assigned station





Staff Roles and Responsibilities

- **Site Commander-** Oversees operation of Dispensing Vaccine Clinic (DVC)
- Recorder- Records events of DVC operations under direction of Site Commander
- Operations Manager- Oversees the operations of the 4 Stations: Triage & Registration, Education, Medical Screening, Vaccine/Medication
- Triage/Registration Team Leader and Members- Team Leader oversees Station operations. Members triage patients and distribute registration forms

Staff Roles and Responsibilities (cont.)

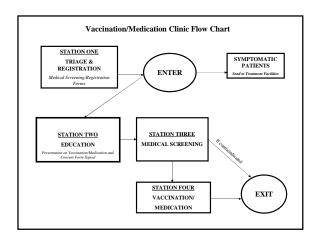
- Education Team Leader, Team Members and Form Checkers- Team Leader oversees Station operations. Members conduct educational activities and form checkers review forms for completeness.
- Medical Screening Team Leader and Medical Screeners- Team Leader oversees Station operations. Medical Screeners review patient history for contraindications and determine medication for patient.
- Vaccine Medication Team Leader and Team Members- Team Leader oversees Station operations. Members dispense medications or vaccinate and conduct post education activities.
- Logistics Manager- Oversees supplies, record management/data entry and R&R for staff.

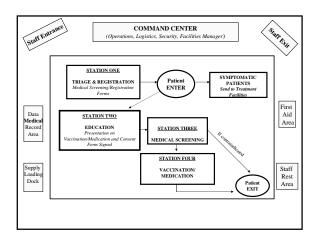
Staff Roles and Responsibilities (cont.)

- Data Team Leader and Team Members- Team Leader oversees data entry of records and/or collection of records. Team members enter data into application and/or collect records.
- **Supply Coordinators** Ensure Stations are supplied and track distribution.
- R&R Staff- Staff the Staff Rest Area and coordinate with food providers.
- Special Needs Assistant- Assist patients who are handicapped to navigate through the process.
- Runners- The information messengers between stations and managers. Assist with supplies, etc.

Staff Roles and Responsibilities (cont.)

- **Translators-** Assist patients with translation to navigate through the process.
- Mental Health- Counselors available to assist patients.
- Facility Staff- DVC facility staff such as MCPS to assist with logistics, security, etc.
- Security- Sheriff's, MCPD will provide security at DVC and Staging Areas.
- Transportation- Responsible for coordinating access and flow of patients from and to DVC and Staging Areas.





Show and Tell

- Materials and equipment
- Dress up for your role!

Part Two: Scenario

Dispensing Site Set-Up

Each team leader will go to the assigned station (1, 2, 3, or 4) and tabletop the scenario.

Assignments

- Group Leader: Oversees the process of completing the task.
- Recorder: Records the group's discussion and reports to the large group.
- Guide: Provides support to the group with information to help complete the task.

Tabletop Exercise DATE

Bernard SCENARIO SETTING UP THE DVC

Who: Four Team Leader groups each by station assignment

Timeframe: One Hour

SCENARIO

The County Emergency Operations Center and the Public Health Command Center are activated due to the Smallpox outbreak. Your staff has been notified, received the vaccination as well as your family members. You and your staff have arrived at your assigned Vaccination Clinic. You have been assigned as a Team Leader. All needed supplies (medical and non-medical) are available to you at the clinic. Your responsibility is to assure that your station area and staff will be ready to vaccinate the public.

Task:

As a group discuss the following questions: You have been given a packet with sample position descriptions to assist the group discussion.

- 1. How do you know that your work station is ready to process patients thru the clinic?
- 2. What will you tell team members about their responsibilities and roles for your assigned station?
- 3. What should be included in the beginning and end of shift reports?
- 4. If you have problems at your station to whom do you report this information?
- 5. How will you schedule staff breaks?

Think about:

How will I conduct the briefings? What documentation will I need? What supplies will I need?

Be prepared to report back to the large group.

Lessons Learned from BERNARD EXERCISE INDIVIDUAL EVALUATION

We appreciate you taking the time to answer the following questions about today's exercise. Please give us as much information as you can about your experience today.

School Health

Community Health Licensure and Regulatory

1. My response group: (please circle)

CD & E

This exercise had the followhether you feel these ob			t three questions ask yo	ou to comment on
• • •	y functions of y	our assigned sta	of team leaders. tion in the dispensing si your assigned station.	ite.
2. The breakout group	provided an ef	fective way to i	dentify the primary ro	les and
responsibilities of Strongly Agree	f team leaders. Agree	Disagree		No Opinion
	Agree	Disagree	y assigned dispensing Strongly Disagree	No Opinion
4. In the break out grouidentified. Strongly Agree	Agree	Disagree	Strongly Disagree	-
5. The large group discustrongly Agree If not, please tell us when the second strongly agree is not, please tell us when the second strong is a second strong in the second strong in the second strong is a second strong in the second strong in the second strong is a second strong in the second strong in the second strong is a second strong in the second strong in the second strong is a second strong in the second strong in the second strong is a second strong in the second strong strong strong strong in the second strong s	ussions contrib	outed to the lear Disagree	rning experience. Strongly Disagree	No Opinion

Please continue on the reverse side.

Strongly Agree Agree How could it be improved?	Disagree	Strongly Agree		Opinion
7. Overall I found the handouts to be Very Beneficial Beneficial How could they be improved?	Marginall	y Beneficial		_
3. What did you like best about the ex	xercise?			
O. What would you like to see done be	etter the next t	ime?		
0. I would be interested in attendin	g similar exer	cises in the future.	Yes	No
11. Overall I rate today's exercise as (Mark number that best applies)	1 Poor	2 3	4	5 Excellen
Name	(optional)			

Emergency Preparedness Exercise Caroline



Montgomery County Department of Health and Human Services, **Public Health Services**

Public Health Ready

A National Public Health Workforce

Development Initiative

Mission: To prepare staff of local governmental public health agencies to respond and protect the public's health through a competency-based training and certification program.

Montgomery County DHHS selected as one of 12 LPHA pilot sites

Collaborative activity



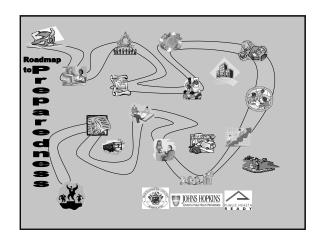




Certification Criteria



- Develop and implement an all-hazards emergency response plan
- Assure workforce competency through assessment and training
- Demonstrate emergency readiness through exercises



Experiential Learning

- Competency-based trainings folded in to practice scenarios/exercises
- Exercises developed in consultation with **Johns Hopkins Center for Public Health Preparedness**
- Merged core BT competencies with **Montgomery County plan**
- Mini table top, demonstrations and exercises planned

Exercise Schedule

- Dispensing site drills: ongoing
- December : Notification drill
- April: Notification drill
- June: Simulated dispensing exercise/Strategic National Stockpile (SNS)

Road Map to Preparedness Key

Take yellow form in folder out and <u>check number 2</u>
Date Completed April 1, 2004

Goals

- Over-all: To stand up and operate dispensing sites.
- Immediate: Familiarize team members with roles/responsibilities related to layout of dispensing sites.

Objectives

- Identify functions of stations within the "Dispensing/Vaccination Clinic (DVC)
- Identify roles and responsibilities of team members within the DVC
- Determine how "Incident Command System" (ICS) will function
- Identify pathways of communication. within the ICS

DHHS Mission during a Declared Disaster:

Provide or assist in the provision of:

- 1. Evacuation, Shelter and Mass Feeding
- Public Health Services to include mass immunizations or medication distribution
- 3. Mental Health Services
- 4. Disaster eligibility and referral to services
- 5. Etc.,

Disaster Planning

- Natural Events Hurricanes, Tornadoes, Floods, Ice and Snow Storms, Fires, Drought
- **Disruptions** Utilities, Pipe Lines, Transportation
- Major Events Fires, Hostage, building collapse, Special Events
- Terrorist Acts Explosives, Arson, Releases-Chemical, Biological, Radiological Announced or Unannounced

Normal vs. Disaster Operations

Normal operations

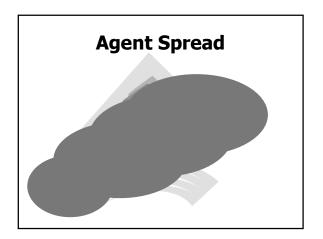
- Adequate resources
- Accurate, complete information
- Known relationships, players, roles

Disaster operations

- Limited resources
- Partial and inaccurate information
- New players, unfamiliar roles, unclear relationships

Your Family Disaster Plan

- 1. Find Out What Could Happen to You
- 2. Create a Disaster Plan
- 3. Complete a Checklist
- 4. Practice and Maintain Your Plan

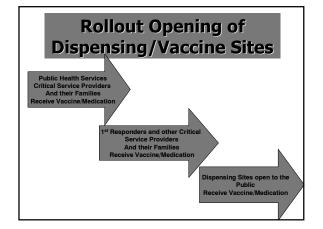


Biological Agent

- 920,000 Montgomery County Residents
- Vaccination Rate: 1 person can vaccinate 20 patients per hour
- One 12 hour shift w/25 vaccinators= 500/hr=6000 total vaccinations
- 24 hour period = 12,000 total vaccinations
- Total staff needed for one clinic site 120/12 hr

Strategic National Stockpile SNS

- Provide rapid delivery of a broad spectrum of support for an ill-defined threat in the early hours of an event
- Provide large shipments of specific material when a threat is known
- Provide technical assistance to receive and distribute program material during an event
- Consists of large numbers of antibiotics, vaccines, antidotes and other medical supplies

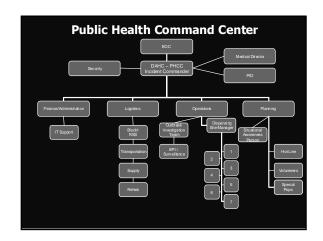


What is a Dispensing/Vaccination Clinic?

This refers to the location(s) where public health and other healthcare professionals gather to disburse medications or vaccines to people who have been exposed to a biological agent.

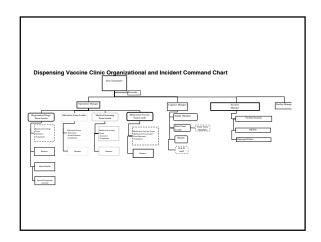
Incident Command System

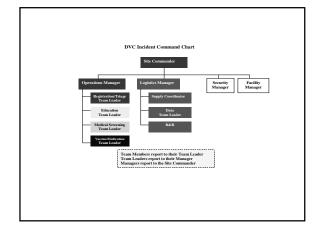
- An organized structure that exerts overall management of the incident.
- Provides communication flow of information and coordination thorough a "chain of command."



Color Coding

- COMMAND POST (Green)
- STATION 1. Triage and Registration (Red)
- STATION 2. Education (Yellow)
- STATION 3. Medical Screening (White and Tan)
- STATION 4. Medication/Vaccination (Blue)





Staff Roles and Responsibilities

- Site Commander- Oversees operation of Dispensing Vaccine Clinic (DVC)
- Recorder- Records events of DVC operations under direction of Site Commander
- Operations Manager- Oversees the operations of the 4 Stations: Triage & Registration, Education, Medical Screening, Vaccine/Medication
- Triage/Registration Team Leader and Members- Team Leader oversees Station operations. Members triage patients and distribute registration forms

Staff Roles and Responsibilities (cont.)

- Education Team Leader, Team Members and Form Checkers - Team Leader oversees Station operations. Members conduct educational activities and form checkers review forms for completeness.
- Medical Screening Team Leader and Medical Screeners - Team Leader oversees Station operations. Medical Screeners review patient history for contraindications and determine medication for patient.
- Vaccine Medication Team Leader and Team Members - Team Leader oversees Station operations. Members dispense medications or vaccinate and conduct post education activities.
- Logistics Manager Oversees supplies, record management/data entry and R&R for staff.

Staff Roles and Responsibilities (cont.)

- Data Team Leader and Team Members -Team Leader oversees data entry of records and/or collection of records. Team members enter data into application and/or collect records.
- Supply Coordinators Ensure Stations are supplied and track distribution.
- R&R Staff Staff the Staff Rest Area and coordinate with food providers.
- Special Needs Assistant Assist patients who are handicapped to navigate through the process.
- Runners The information messengers between stations and managers. Assist with supplies, etc.

Staff Roles and Responsibilities (cont.)

- Translators- Assist patients with translation to navigate through the process.
- Mental Health- Counselors available to assist patients.
- Facility Staff- DVC facility staff such as MCPS to assist with logistics, security, etc.
- Security- Sheriffis, MCPD will provide security at DVC and Staging Areas.
- Transportation- Responsible for coordinating access and flow of patients from and to DVC and Staging Areas.

Staff Roles

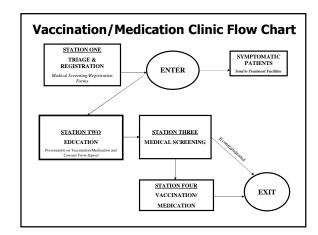
MEDICAL POSITIONS

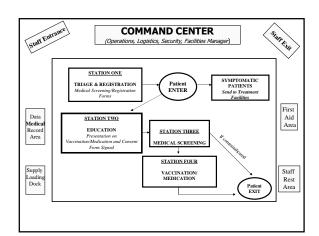
Screeners Triage and First Aid Vaccinators Mental Health

NON-MEDICAL POSITIONS

Recorders
Registration
Form Checkers
Logistics and Supplies
Data Entries
R&R
Special Needs Assistants
Runners
Translators

Security Transportation





Bioterrorism Websites

- www.bt.cdc.gov
- http://www.jhsph.edu/CPHP
- http://www.upmc-biosecurity.org
- http://www.naccho.org/files/document/ responds_to_bioterrorism.html
- www.apic.org/bioterro
- http://bioterrorism.dhmh.state.md.us
- http://ww.mcps.k12.md.us/info/emergency
- ww.mhamc.org.

All Emergency Preparedness is

Plan, Prepare and Practice

SAVE THE DATE

June 21, 2004

Smallpox Mass Vaccination Training Exercise

Part 2

Mock Set-Up
On Stage Presentation
of DVC Stations

CAROLINE A&Q GAME MONEY BOARD

STATION NUMBERS	FORM SECTIONS	CALL ME	VACCINE	LOGISTICS	MISC.
\$200	\$200	\$200	\$200	\$200	\$200
\$400	\$400	\$400	\$400	\$400	\$400
\$600	\$600	\$600	\$600	\$600	\$600
\$800	\$800	\$800	\$800	\$800	\$800
\$1000	\$1000	\$1000	\$1000	\$1000	\$1000

CAROLINE A&Q GAME

STATION NUMBERS	FORM SECTIONS	CALL ME	VACCINE	LOGISTICS	MISCELLANEOUS
Distribution of Registration Form (1)	Patient Info (A)	When you want to know the incident command structure (Team Leader)	Don't put this on the arm to clean it (Alcohol)	Length of shifts (12 hrs.)	Eczema, HIV, Pregnancy (Reasons not to get vaccine)
Vaccinate (4)	Medical History (B)	When a lady speaks only Spanish (Translator)	How to place needle on skin (Perpendicular)	Hanging Signs (Sheriff's Dep't.)	Pregnant women the elderly & babies (Don't stand in line)
Show video (2)	You have seen video (C)	When information needs to be sent from one station to another (Runner)		In charge of R&R (Local law enforcement)	You are sent here if you are sick (Holding Area)
Triage (1)	Date goes here (A, B, C, or D)	When a citizen becomes hysterical (Mental Health Professional)	Amount of solution to put on needle (one drop)	Set-up of clinic and materials (Logistics)	Resident is required to complete this number of questions (All)
Screening for Contraindications (3)	Agree to get Vaccine (C)	To receive medical screening (Nurse)	Must see this after $10-20$ seconds to ensure vaccine Has broken through Skin (Trace of blood)	3 components of logistics (facility mgmt., supplies, data record entry, transportation, R &R	Wear these whenever administering vaccine (Gloves)

Lessons Learned from Caroline Training INDIVIDUAL EVALUATION DATE

We appreciate you taking the time to answer the following questions about today's training. Please give as much information as you can about your experience today.

1. My res	ponse group:	(please o	circle)			
CD&E	Community H	lealth	Licensure	and Regulatory	School	Health
				s. The next three		ns ask you to
 Defin Plan 	e and understa	nd the ro nt Comm	les and res and system	e dispensing vacce ponsibilities of D\ (ICS) will function the ICS.	/C team	
	erview and the		or present	ed by the instruc	ctor help	ed me
Stron	gly Agree	Agree		Strongly Disa		No Opinion
				Strongly Disa	agree	No Opinion
4. The Ca	aroline A&Q ga gly Agree	me con	tributed to Disagree	the learning exp Strongly Disa	agree	No Opinion
Stron	gly Agree	Agree	Disagree	t of the exercise Strongly Disa	agree	
6. What c	lid you like bes	st about	the trainin	g?		
7. What v	vould you like	to see d	one better	the next time?		
8. I would	d be interested	in atten	nding simila	ar trainings in th	e future	YES N

Overall I rate todayís training as (Mark number that best applies)	1 2 Poor	3	4	5 Excellent
Name	(optional)			

MOCK VACCINATION CLINIC - DAGWOOD

DIRECTIONS: Answer each question to the best of your ability.

STATION #1 REGISTRATION

- 1. How was color-coding used in this station? Was it effective?
- 2. What did you notice about the registration signs? What made them stand out?
- 3. When planning your own vaccination clinic, what languages would you like the signs to be in?
- 4. Was the flow pattern clear to the clients to go through the stations?
- 5. Were there enough people available to manage the movement of the clients?
- 6. What could you do to improve this station?
- 7. Would it be possible to distribute registration forms as people loaded the buses?
- 8. Were there translators to handle non-English speaking clients?
- 9. How was triage handled during the exercise?
- 10. Are there any suggestions on how to modify this station?

STATION #2 EDUCATION

- 1. Would a question/answer piece fact sheet included in the CDC smallpox video be valuable for checking for understanding?
- 2. How would you accommodate a resident who is deaf or hard of hearing? How about a resident who does not speak English?
- 3. How would you know that the medical screening form is completed before the client to the next station?
- 4. How could you use the time people wait in line to further educate them about the public health emergency?
- 5. What is the purpose of the education station?

- 6. How would you modify this station based on your agency's plans?
- 7. Why did the staff tell the clients that all medical questions will be answered at the next station?
- 8. What was the procedure for filling in classroom and allowing the next group in?

STATION #3 MEDICAL SCREENING

- 1. What level of training would you feel is adequate to effectively screen clients for the smallpox vaccine?
- 2. How would you deal with the mental health of those people either recommended for vaccination and/or denied a vaccination?
- 3. How could you make the medical screening process more private?
- 4. How would you modify the screening process to meet the needs of your community?
- 5. Why did the nurses send some of the clients to medical doctors after reviewing the medical screening form?
- 6. Are there any modifications to this station you would suggest?
- 7. What type of communication aids were used during this exercise?
- 8. Was there adequate management of persons with disabilities?

STATION #4 VACCINATION

- 1. Did the vaccinators use proper protection (gloves, etc.) and properly dispose of medical waste?
- 2. Under what circumstances would you call 911?
- 3. How would you keep tabs on how many people received vaccinations? Would you post the information on boards, put it in a computer, use paper, or all of the above?
- 4. How often do you think the vaccinators would need breaks?

- 5. Were there sufficient supplies of supplies at the vaccination station?
- 6. What was the purpose of the post-educators at this station?
- 7. How would you modify this station to suit your needs?
- 8. Did you see the Incident Command System in place during the presentation of the video?

KEY FOR STATIONS (INSTRUCTOR USE ONLY)

#1 TRIAGE/REGISTRATION

- 1. Red vests for the staff made them stand out in the crowd. Clients knew where to go once they step off the bus.
- 2. The signs were hung either from the ceiling or high so people could see them. The signs were bright yellow with directional arrows.
- 3. It depends on the languages mostly spoken in your community. For non-readers numbers helped direct the people to the stations.
- 4. The pattern was one way with a separate entrance and exit. It was a large rectangle layout.
- 5. Clinic staff line directors help to move the people to the next station.
- 6. Combine triage and registration and hand the medical screening forms as people were in line rather than have them stop at a table to pick the form up.
- 7. If the forms were given out at the staging areas it would require getting the forms to the sites and replenishing frequently. It is easier to keep the forms at the site for dispensing.
- 8. It was noted a Spanish translator assisted a client at triage.
- 9. Triage was held outside before the clients entered the clinic.
- 10. This answer depends on the participant's knowledge of their agency plans for DVCs.

STATION TWO EDUCATION

- 1. The fact sheet may reinforce the information on the CDC smallpox video. It would provide a summary for the clients. Remember people all have different learning styles some need to see the material and other need to hear it while others need a combination of both styles.
- 2. Provide a written script of the CDC smallpox video presentation. The CDC smallpox video is also available in Spanish and for other languages written information on smallpox is available from CDC. Also plan to have translators at each of the stations or a system that permits language translation such as AT&T Translation Services.
- 3. Form checkers at the education need to check the medical screening form for completeness before the client leaves for the next station (medical screening) and assist if needed. An idea is to have the form checkers place a red check mark on the right side of the front page of the medical screening form to show the staff at the next station the form is completed. A red question mark indicates the form is not completed and the client has questions for the medical screeners.

- 4. Signs with an education messages could be hung in the hallways to reinforce the message about the care of the smallpox vaccination site and frequent ask questions about the smallpox vaccination. In addition staff could be placed between the stations to answer questions.
- 5. The purpose of the education is to provide the client information on the smallpox vaccination and why it is important to receive it.
- 6. Some DVC designs use a school auditorium for the education station due to lack of staff needed for multiple classrooms.
- 7. The staff assigned to the education station shown in the video are not medical personnel and it was determined to have clients obtained the information at the medical screening station from medical staff (nurses, doctors and pharmacists).
- 8. Once the classroom filled the video was shown and the medical screening forms were completed. The classroom was empty and in the hallway line directors moved the next group of people in. It is important to keep the operations of the clinic flow constant to prevent bottlenecks.

STATION THREE MEDICAL SCREENING

- 1. In the Dagwood video nurses and medical doctors were used for the screening process. They need to be familiar with the screening criteria by providing a briefing by the team leader before they start their shift.
- 2. In your clinic operation plans include mental health staff to cover these types of issues and needs.
- 3. Due to the volumes of clients coming through the clinic it may be impossible to provide privacy. If your site has enough space you may have a private area devoted for special requests.
- 4. Provide messages through the media (television, newspapers and radio stations) on questions pertaining to the medical screening assessment so clients have an idea what is needed prior before coming to a DVC. If possible the CDC smallpox video could be shown on the local TV station so clients could by-pass the education station to decrease the time spent in the clinic. Note: you will still need an education station for those who have not seen the video.
- 5. The nurses were trained to refer any clients with medical contraindications that needed further assessment by a medical doctor.
- 6. If all questions marked on the medical screening form are "no" design a fast track for clients to move through the process quicker.
- 7. Walkie talkies were used as well as PS 2000 radio. Runners were used to communicate between the stations and the supporting services.
- 8. People with special needs were provided assistants at triage.

STATION FOUR VACCINATION

- 1. Yes the vaccinators did wear gloves and medical waste red containers were used to dispose of the needles.
- 2. You would use common sense with any client with life threatening condition. An emergency management team was on site during this exercise.
- 3. When the clients signed the inform consent and received the vaccination a runner took the forms to a data entry team to enter the information on the form. This information provided real time reporting on how many people received the vaccine. Currently many planners are looking at technology such as bar codes on forms to help this process.
- 4. Due to the repeating action of administrating the vaccine frequently breaks will be suggested and moving staff around in the clinic to help reduce fatigue and injury. A 10 to 15 minute break every two hours for a 12 hour shift with a ½ hour for a meal for each staff person is recommended ideally. Breaks should be scheduled at each station so only a few staff members are absent to continue to keep the flow of the clinic at a constant rate.
- 5. Runners at this station have the duty of keeping supplies available at times. They would work with the logistics staff that is responsible of inventory and securing the supplies and essential equipment.
- 6. The post-educators (non-medical staff) reinforced the care of the site of the vaccination and provide telephone information for questions.
- 7. Modification to this station depends on your own DVC plans. One suggestion is to place this station directly behind the medical screening so clients can freely move without getting back into lines.
- 8. The command post was shown to how the site commanders have the responsibility of the decisions that impact upon the clinic operations. Team leaders were shown on the video to report on how the clinic operation of their assigned station.

INDIVIDUAL EVALUATION FOR DAGWOOD TRAINING DATE

We appreciate you taking the time to answer the following questions about today's mass dispensing and vaccination clinic (DVC) training. Please give us as much information as you can about your experience today.

1.	My response CD&E	group : (please Community He		Licens	ure and F	Regulat	ory	School Health
	a. Define and b. Assess the c. Define and emergencies. d. Define and e. Identify the	he following six ther you feel the understand DV flow of clients t understand effe understand the non-public hea hods of transpo	ese objection of the color of t	ectives vations a the clin ethods nd respont staf	were met and the fu ic. of comm consibilitie ff roles.	or not. nctions unicati	of stat	tions.
		ped me unders Agree	tand the Disagre					No Opinion
		and purpose of Agree	f the sta Disagre		ere clear Strongly		ee	No Opinion
		cation methods Agree	used b		n the DV Strongly			effective. No Opinion
		sion helped me Agree					ee	No Opinion
	video.	responsibilities Agree	of the I		aff were o	·		strated in the No Opinion
2.	What did you	like best abo	ut the tr	aining	?			
3.	What would y	you like to see	done b	etter tl	he next t	ime?		
4.		terested in atte	ending	similar	exercise	es in th	ne futu	re.
	Yes No	_						
5.		todayís exercer that best appl		1 Poor	2 3	} 4		5 Excellent
	Namo				(ontional)			

Training Modules for Emergency Operations of Dispensing and Vaccination Clinics: A Guide for Public Health Program Developers

Evaluation Form

Na	me:
Or	ganization:
Ac	dress:
Pn Fn	one: nail:
LII	Idil
1.	Which modules of the training manual did you use? (Please check all that apply)
	Anastasia-Notification and Logistics Protocols for Site Commanders, Operations Managers, and Logistics Managers
-	Bernard-Logistics Protocols for Operations Managers and Tem Leaders
	Caroline-Site Layout for DVC for All Levels of the Organization
	Dagwood-Mass Vaccination Demonstration for All Levels of the Organization.
2.	Which appendices did you use? (Please check all that apply)
	PowerPoint Presentation Supply Checklist Clinic Layout Job Action Sheets Station Functions and Descriptions Individual Evaluation A&Q Game Road Map to Preparedness (Current Employees) Road Map to Preparedness (New Employees) Dispensing Vaccine Clinic Organizational Chart Caroline Video Dagwood Video
	ease respond to the following statements by circling the appropriate number (1 being strongly ree, and 5 being strongly disagree):
	After using the training guide, I feel confident that I can apply the four modules on nergency operations of dispensing and vaccination clinics in a public health training. 1 2 3 4 5
4.	The formatting of the training guide was easy to understand and follow. 1 2 3 4 5
5.	The goals and objectives of the training guide were met. 1 2 3 4 5
6.	In what way(s) did you apply the components of the training guide?

7. What components of the training guide did you like?
8. How might the training guide be improved?
9. Approximately how many people attended the event(s) the incorporated the modules (whole or part) in the training guide?
Other comments:

Please fax or email to:

Kay Aaby, <u>Kay.Aaby@montgomerycountymd.gov</u> or fax 240-777-4750